MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2015/2016

BOB2024 - ORGANISATIONAL BEHAVIOUR

(All Sections/Groups)

3 JUNE 2016
9.00 a.m – 11.00 a.m
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This Questions paper consists of 9 pages with **TWO** sections (excluding cover page).

2. Answer **ALL** questions in **Sections A and B.** The marks for each Section are given in the question paper.

3. Please write your answers for Section A in the Multiple Choice Answer Sheet.

4. Please write your answers for Section B in the Answer Booklet.

SECTION A (40 marks): Answer ALL questions. Choose the best answer. Each question carries 1 mark.

1) According to Fred Luthans and his associates' study of 450 managers. _____ made the largest contribution to the success of managers in terms of speed of promotion within their organization.
A. networking
B. decision making
C. planning
D. controlling
E. staffing

2) Which of the following best defines organizational behavior?
A. It involves the study of groups of people coming together for collective bargaining.
B. It involves the study of what people do in a company and how it affects the company's output.
C. It involves analyzing different people in an industry with independent profit-centered motives.
D. It involves developing exclusively the knowledge of managers and senior-level employees.
E. It is a field which is not influenced by factors in the external world.

3) _____ refers to a gut feeling that is not necessarily supported by research.
A. Intuition
B. Reasoning
C. Rationality
D. Logic
E. Inference

4) _____ refers to evaluative statements or judgments concerning objects. people. or events.
A. Attitude
B. Behavior
C. Appearance
D. Demeanor
E. Performance

Continued.....

5) Any incompatibility between two or more attitudes or between behavior and attitudes results in _____.
A. organizational dissonance
B. cognitive dissonance
C. attitudinal clarification
D. positivity offset
E. affective reactance

6) Which of the following is a characteristic of emotions?
A. Emotions are reactions to a person or event.
B. Emotions last for a longer time period than moods.
C. Emotions are never action-oriented in nature.
D. Emotions lack a contextual stimulus.
E. Emotions involve less intense feelings than moods.

7) People often behave in ways that violate established norms and threaten the organization, its members, or both. Such actions are known as _____.
A. workplace deviant behaviors
B. social alienation behaviors
C. role engulfment
D. behavioral contagion
E. behavioral modernity

8) _____ is the sum total of ways in which an individual reacts to and interacts with others.
A. Talent
B. Skill
C. Knowledge
D. Heredity
E. Personality

9) Which of the following statements is true about personality?
A. Personality is free from the influence of the environment.
B. Personality remains constant over time.
C. Personality can be measured solely through personal interviews.
D. Personality is influenced by hereditary factors.
E. Parents highly influence the development of their offspring's personality.

Continued.....

10) The _____ is a personality assessment consisting of 100 questions where respondents are classified as extraverted or introverted, sensing or intuitive, thinking or feeling, and judging or perceiving.
A. Myers-Briggs Type Indicator
B. Birkman Method
C. Karolinska Scales of Personality
D. Keirsey Temperament Sorter
E. Taylor-Johnson Temperament Analysis

11) Which dimension of the Big Five model is a measure of reliability?
A. Extraversion
B. Agreeableness
C. Conscientiousness
D. Openness to experience
E. Emotional stability

12) Milton Rokeach created the Rokeach Value Survey (RVS), which consists of two sets of values, namely _____ values and _____ values.
A. instrumental: terminal
B. fluid: stable
C. flexible: essential
D. unique: general
E. flexible: enduring

13) _____ is the process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment.
A. Sensation
B. Impression
C. Apprehension
D. Attribution
E. Perception

14) According to the attribution theory, if everyone who faces a similar situation responds in the same way, we can say the behavior shows _____.
A. distinctiveness
B. tractability
C. consensus
D. consistency
E. manageability

Continued.....

15) What is the first step in the rational decision-making model?
A. Developing alternatives
B. Defining the problem
C. Identifying the decision criteria
D. Weighing the decision criteria
E. Evaluating the alternatives

16) _____ bias refers to the tendency for people to base their judgments on information that is easily accessible.
A. Anchoring
B. Availability
C. Overconfidence
D. Confirmation
E. Hindsight

17) _____ is defined as the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal.
A. Leadership
B. Management
C. Learning
D. Emotional labor
E. Motivation

18) Which of the following is a motivational factor according to Herzberg's two-factor theory?
A. Quality of supervision
B. Recognition
C. Pay
D. Relationships with others
E. Company policies

19) McClelland's theory is based on which of the following needs?
A. Stability, growth, and security
B. Achievement, power, and affiliation
C. Self-actualization, stability, and safety
D. Hygiene, control, and security
E. Control, status, and self-actualization

Continued.....

20) The investment of an employee's physical, cognitive, and emotional energies into job performance is known as _____.
A. vicarious modeling
B. self-determination
C. job engagement
D. management by objectives
E. job analysis

21) An informal group is characterized by the _____.
A. stipulation of expected behaviors by the organization
B. predetermined designation of tasks of members
C. pursuit of particular organizational goals
D. fulfillment of the need for social contact
E. creation of timelines and rationale

22) The emotional expression function of communication involves _____.
A. managers motivating employees by setting specific goals
B. management communicating company policies to employees
C. managers training employees in decision-making strategies
D. members of the organization following their job descriptions
E. members of the organization showing their satisfaction and frustrations

23) With reference to the communication process, the _____ is the medium through which the message travels.
A. feedback
B. noise
C. encoder
D. channel
E. decoder

24) Which of the following modes of communication does *not* come under the purview of nonverbal communication?
A. Physical distance
B. Personal e-mails
C. Intonations
D. Facial expressions
E. Body movement

Continued.....

25) Leadership is best defined as _____.
A. the ability to merely project one's abilities in the lack of actual accomplishments
B. the ability to reduce the dependence of team members on each other
C. the ability to induce the team members to focus on individual goals rather than collective goals
D. the ability to influence a group toward the achievement of a vision or set of goals
E. the ability to use factors like training and experience to reduce dependence on formal leadership

26) In the context of behavioral dimensions of leadership identified in the Ohio State Studies, _____ is the extent to which a person's job relationships are characterized by mutual trust, respect for employees' ideas, and regard for their feelings.
A. consideration
B. transaction
C. authentication
D. task orientation
E. identification

27) Power is a function of _____.
A. goal congruency
B. realization
C. inheritance
D. dependence
E. altruism

28) _____ power represents the compliance that is achieved based on the ability to distribute positive benefits that others view as valuable.
A. Legitimate
B. Coercive
C. Reward
D. Personal
E. Reflective

29) _____ power is influence wielded as a result of proficiency, special skill, or knowledge.
A. Legitimate
B. Reward
C. Referent
D. Expert
E. Coercive

Continued.....

30) Which of the following factors contributes to political behavior in the organization?
A. Presence of pure and objective facts
B. Existence of uniform goals and interests among all employees
C. Provision of clear and objective performance outcomes
D. Presence of limited resources in the organization
E. Perception that gains of one group are not at the expense of the loss incurred by another group

31) Employees exhibiting which of the following features are more likely to engage in political behavior?
A. Lack of organizational investment
B. External locus of control
C. Low need for power
D. Machiavellian personality
E. Low self-monitoring

32) _____ is defined as a process that begins when one party perceives another party has or is about to negatively affect something the first party cares about.
A. Problem solving
B. Assessment
C. Conflict
D. Negotiation
E. Collective bargaining

33) When your work group disagrees, the disagreements usually concern how the group's work should be accomplished. The type of conflict experienced by your group is known as a _____ conflict.
A. task
B. relationship
C. process
D. traditional
E. reactive

34) _____ bargaining is negotiation that seeks to divide a fixed amount of goods or services.
A. Distributive
B. Integrative
C. Reflective
D. Affective
E. Conjunctive

Continued.....

35) Which of the following terms refers to the rights inherent in a managerial position to give orders and expect them to be obeyed?
A. Chain of command
B. Authority
C. Power
D. Span of control
E. Leadership

36) A narrow span of control _____.
A. encourages employee autonomy
B. is expensive because it adds levels of management
C. simplifies vertical communication
D. increases the speed of decision making
E. discourages overly tight supervision

37) Which of the following characteristics of an organization's culture indicates the degree to which management decisions take into consideration the effect of outcomes on employees within the organization?
A. Attention to detail
B. Outcome orientation
C. Team orientation
D. People orientation
E. Stability

38) A(n) _____ model is generally synonymous with the bureaucracy in that it has highly standardized processes for work, high formalization, and more managerial hierarchy.
A. mechanistic
B. organic
C. network
D. boundaryless
E. pyramidal

39) _____ are indicators of a strong organizational culture.
A. High levels of dissension
B. High rates of employee turnover
C. Completely horizontal organizational charts
D. Narrowly defined roles
E. Widely shared values

Continued.....

40) Political uncertainties, economic uncertainties, and technological change are examples of the _____ factors of potential stress.

A. structural
B. environmental
C. organizational
D. personal
E. social

SECTION B (60 marks): Answer ALL questions.

QUESTION 1A

What is emotional intelligence? Briefly explain the arguments for and against emotional intelligence.

(15 marks)

QUESTION 1B

Elaborate the **five (5)** stages of group development.

(15 marks)

QUESTION 1C

Discuss why charismatic leaders are not always authentic leaders.

(15 marks)

QUESTION 1D

Describe **five (5)** ways of overcoming resistance to change.

(15 marks)

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